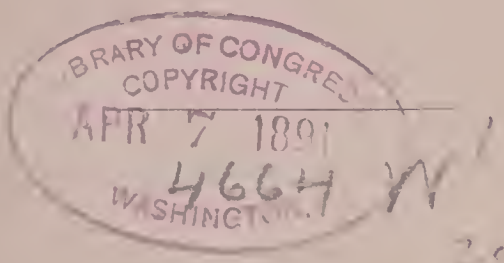
A MANUAL

FOR THE USE OF

GENERAL AGENTS

IN THE

SUBSCRIPTION BOOK TRADE.



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To Our General Agents.

This manual is designed specially and **only** for your use. We therefore insist that it be kept strictly private, and returned to us in good order at any time we may ask for its return; we entrust it to your care on this condition with the hope that it will be of material and practical benefit to you in your work.

The time and money that we have expended upon it make it valuable to us, so much so, that **we bill it to you in the sum of ($5.00) five dollars.** and this amount you will be required to pay us should you fail to return it to us when asked to do so; its return **to us will entitle you to a credit of ($5.00) five dollars.** Each manual is numbered, and all numbers are registered; the numbers selected, however, are not consecutive. Note that in charging this manual to you we give the number of it, and every general agent **will be charged with a numbered manual only**; therefore, exercise care and do not lose it or fail to return it or it will cost you ($5.00) five dollars.

There are two features of your work that will go to make your success or failure: First, ability to make good collections; second, ability to secure canvassers who will prove to be **workers** and **sell books.** By "collections" we mean cash collected for canvassing outfits sold to agents. You should **make a study** of this feature of your work, and endeavor to collect good prices for outfits. This is to your interest if you desire to send in to us reports that will be satisfactory. You should not, though, make it a point to collect more than retail prices for full copies of

books, and fair prices for prospectuses where both are sold to an agent. We find that those agents who have the most invested in the business are the ones who are most apt to work hard—we presume to get their money out. This, however, is what we want, as **hard work ensures success** and a profitable sale of books.

As a rule, we regulate the prices to collect for outfits, which you can determine from the bills that we render when we ship you stock. Invariably we bill complete copies of books to general agents at their regular retail prices; prospectuses, we put special prices on, usually ($1.00) one dollar each. We want you to understand, though, that the prices placed on outfits to you are for convenience in keeping our account with you, and are not what we absolutely expect you to collect; and yet we do expect you to **account on your reports for all outfits at the prices which they are billed.** This can easily be done if care is exercised in reporting **collections** and **discounts.** We explain what is meant by "discounts" by stating it sometimes happens that the amount collected for an outfit is less than the price at which the outfit is charged to the general agent; in such case we call the difference a **discount.**

From the above you will see that it is an easy matter to report all discounts correctly, because the discounts added to the collections always amount to the prices at which outfits are charged to you. In our accounts with our general agents we always credit them with their discounts, provided they are reported correctly, so in case you should fail to report your discounts, and we are unable to determine from your statement of books used what the discounts are, you would remain charged with the amount of your discounts, and, consequently, would owe us just that much.

So that we can verify the discounts reported to be correct, you should be particularly careful to explain the styles of complete books used, and whether prospectuses are used or not. For instance, suppose you appoint an agent to sell **Maternity.** It will not do to simply say "Maternity," or "Mat." on report, for the reason that this book retails at two different prices in two

different styles of bindings; and while it is presumed that you would use the morocco (mo.) style, price $2.75, it might happen that you would supply your agent with the cloth (clo.) style, price $2.00. We always expect to supply general agents with the best styles, but occasionally we find it necessary to send the cheapest, and as different styles are charged at their regular retail prices, in no instances could the sum of the collections and discounts on one style be the same as on the other. This illustration or explanation will apply to any other book besides Maternity. You should, therefore, make yourself perfectly familiar with the prices and styles of all books that you may be using in your work. You should also memorize carefully the prices at which different prospectuses (Pros.) and order books (O. B's.) are billed to you. When we ship you a stock of books we will mail a bill of the shipment to the town where the books are sent. This will enable you to compare the bills with the books received. If for any reason you should not receive a bill for books received, you should make a careful inventory of the books, and at once notify us where to mail the bill selecting some town at least a week ahead on your route. Right here we ask you to **always name the state** when referring to a town, whether it be on a report or in a letter. Again, if any shipment of stock should not tally with the bill, you should promptly notify us of the error, and advise us where to mail a corrected bill.

Presuming, now, that you will understand clearly about collections and discounts, and particularly how to report these items without errors, we take up the matter of **extra collections**, items for which there are no blank spaces on reports. Sometimes you may deem it expedient to supply a customer with a prospectus only; in a case of this kind, you will learn from experience that a larger amount than the price at which the prospectus is billed to you can be collected just as well as not. This excess we term an **extra collection.** As **all money** collected on account of our books belongs to us, necessarily all extra collections belong to us, and must be reported. You can do this by writing the amounts in **red ink** in the spaces ruled on reports for discounts:

or the abreviations "ex. col." written immediately above the amount will explain the matter clearly to us. It is our business to look over carefully every report sent in, and in doing so we take an account of extra collections, just the same as we do of other items, and charge them to general agents reporting them.

Many of our general agents have but little idea of accounts or of the principles of book-keeping, and in times past this has been a great source of annoyance to us. Now, however, we have devised a set of questions which are plainly printed on all weekly reports. These questions are easily answered correctly, and will enable every general agent to show by these reports just how he stands with the house, that is, so far as his account is concerned. But, to make this more plain, we will insert several sample reports showing how reports should be made in all cases that are likely to arise. A careful study of these four forms will render the making out of these reports an easy matter, and at the same time as correctly as we could wish to see them. The items that enter into all accounts with us are as follows:

On the debtor (Dr.) side of the account, or the side on which you charge all claims against us are **salary, expenses, discounts, cash remitted to us** and **stock returned to us**; on the credit (Cr.) side of the account should be shown the claims that we may have against you, which are **stock shipped you, cash sent you,** *if any,* and **extra collections.**

On your reports you will note that there is no question printed relative to **discounts.** This is left out of the account to simplify matters for you, and for the same reason we do not have you include **extra collections as a part of the account** shown on weekly reports. On the opposite side of the report, in the discount column, we expect you to show each and every discount or extra collection, and from this part of your report we will take due account of these items.

If there be a difference between the total of the debtor items and the total of the credit items on any report, the difference will be either a **shortage** (amount due you) or a **balance** (amount due us) of cash on hand. If the difference be a shortage,

call it a "shortage" or "amount due you" and write it on the credit side as one of the items for that side of the account; then, as a matter of course, the totals of the two sides of the account will be the same, just as they should be. This shortage you are to show on your next report as a debtor item, or charge against us, as an answer in reply to the first question. Should the difference between the totals of the two sides be a **balance** showing the amount of cash that you have on hand belonging to us, then this difference should be shown on the debtor side as **balance on hand** or as **cash on hand.** On your next report this balance will become a credit item, and you will show it by answering the first question on the credit side of the account. We advise you to study carefully the four forms of accounts for weekly reports that appear on the next four pages.

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	Dr.			*Cr.*	
Shortage due	----	----	Cash brought forward	----	----
Salary for week	10	00	Money from house	----	----
Expenses for week	11	51	Collections for week	27	50
Cash remitted	5	00	Shortage to date	----	----
Cash on hand		99			
Total of above items	27	50	Total of above items	27	50

In this report your collections are $27.50, in other words you owe us that much money; but we owe you for the expenses of the past week and for salary which together amount to $21.51, leaving $5.99 still our due. You send us $5.00, and of course charge us with the same; then to make the account balance you put the 99 cents still due us into the "Dr." column—not because you charge us with it, but as so much "*cash on hand to balance*," and at the same time to make the report show how much is still our due. This cash belongs to us and must be shown on your next report, as the last report should always show just how the account stands. (See next page).

Form 1.

L. P. MILLER & CO., Publishers.

	Dr.			*Cr.*	
Shortage due	----	----	Cash brought forward		99
Salary for week	10	00	Money from house	----	----
Expenses for week	14	76	Collections for week	22	55
Cash remitted	----	----	Shortage to date	1	22
Cash on hand	----	----			
Total of above items	24	76	Total of above items	24	76

In this report we owe you for salary, $10.00, and for expenses, $14.76, a total of $24.76. You owe us the 99 cents that you had on hand at the end of last week and for the $22.55 collected during the week, a total of $23.24, not enough you see to cover salary and expenses. There is still due you $1.22, in other words you are short that much, and to make the account balance and show the amount your due, you place the same in the "Cr." column and thus make the footings equal.

Form 2.

L. P. MILLER & CO., Publishers.

Dr.			*Cr.*		
Shortage due	1	22	Cash brought forward	----	----
Salary for week	10	00	Money from house	---	----
Expenses for week	14	00	Collections for week	20	00
Cash Remitted	----	---	Shortage to date	5	22
Cash on hand	----	----			
Total of above items	25	22	Total of above items	25	22

You will remember that at the end of the last week you were short $1.22, so to show the same on this report you charge us with the same, also with salary and expenses, the three items making a total of $25.22, or the full amount due you, from which you take the $20.00 collected during the week and the account shows that there is now due you $5.22. This you show in the "Cr." column to balance the account and make the footings equal. The report thus shows not only the amount due you at the end of last week, but the *full* amount due you at the date of this report, an exact showing of how the account stands.

Form 3.

L. P. MILLER & CO., Publishers.

Dr.			*Cr.*		
Shortage due	5	22	Cash brought forward	----	----
Salary for week	10	00	Money from house	5	00
Expenses for week	11	19	Collections for week	35	45
Cash remitted	10	00	Shortage to date	----	----
Cash on hand	4	04			
Total of above items	40	45	Total of above items	40	45

Fearing that you might have a poor week for collections you requested us to remit you the $5.00 that you had previously sent us. This we did, but you were fortunate to make good collections and at the end of the week owe us the $5.00 sent you and the $35.45 collected, a total of $40.45. Taking out the $5.22 due you at the end of last week, the $10.00 salary, the $11.19 expense, and you find you have $14.04 on hand belonging to us. You do not wish to keep this full amount on hand so you send us postal order or draft for $10.00 and carry over the $4.04 still our due. The report shows how you balance the account and still show how much you owe us. By studying these four forms carefully you ought to have no trouble with any report you send us, and we hope that such may be the case.

Form 4.

Now in regard to expenses. These should be itemized with the date shown for every expenditure. We permit all items of expense necessary to the business to be charged to us but we do not allow or pay personal expenses of any kind, such as laundry, etc. The usual items of expense are hotel bills, railroad fares, baggage transfers, express on stock, postage for correspondence with us, etc. If a hotel bill is charged to us, we want the report to show the town where it was paid. If a railroad fare is charged, we want to know between what towns; in fact, all expense items must be explained clearly on reports. It is to your interest to keep expenses down to as low a figure as can be done consistently with comfort, self respect and the reputation of the firm. We do not stipulate in this matter, preferring to let you exercise your own judgment and ideas of economy. Ordinarily, weekly expenses reported by general agents range from $10.00 to $15.00, the average being about $12.00. General agents who prefer stopping at hotels can pretty generally secure rates at first-class hotels at from $1.00 to $1.50 per day. No one need hesitate to ask for these rates as hotel keepers are used to it and expect it. In every line of trade it is an understood principle that everybody endeavors to buy as cheaply as possible, and in exercising this privilege you will find that you will gain by it. Many general agents, especially ladies, prefer stopping places more private, claiming as advantages that information concerning prospective canvassers is more readily obtained and satisfactory rates for board more easily secured, besides affording more social privileges and enjoyments.

In beginning this work you should appreciate the fact that **we expect undivided attention given to our business,** and that **handling any other articles or lines of goods is a direct violation of contract.** Success in our work will be achieved only by plodding persistently ahead and putting in full time.

In going into a town **you should expect to begin work at once,** and with the belief that there is an agent and a collection there for you. Nothing will be gained by delay, but much lost. You should not give too much credence to disparaging stories,

because you will find many people in nearly every place ready to decry their own town. It frequently happens that a general agent will be assured positively that no agent can be secured, and, yet, perhaps the very next call secures an agent. The writer calls to mind instances in his own work where agents were secured in adjoining houses after being assured that an agent could not be secured in the towns. The more quietly and discreetly you plan and prosecute your work, the more sure are you to meet with success. Tact and good judgment must be exercised in gaining information relative to the classes of people on whom you would like to call. Some will give information reluctantly, while others will tell you more than you care to know; so don't tire people with too many questions. If you learn the names and the part of town you can easily find the parties. Pencil and paper handy for instant use should always be carried. To secure the names of proper persons on whom to call is one of the most important, and sometimes the most difficult features of the general work. Have no hesitancy in making these inquiries in a frank, business-like way, and feel that it is your privilege to question any one. If you have confidence in yourself and confidence in your business and have about you an air of prosperity, it will impress people favorably and result to your credit. In this feature of your work, in most instances, it will not be necessary to detail matters further than to convey the idea that you want to confer a favor on some one by giving them profitable employment. Other than those who have canvassed or are canvassing, you will find it advantageous to inquire for teachers and especially those not employed; students who may be short of means with which to defray expenses; seamstresses who are not rushed with custom; old gentlemen of moderate means not actively engaged in business; self-supporting ladies who need employment; persons who, perhaps, by some accident have been incapacitated from their regular work on which they depend for a livelihood, and yet are able to take up some light employment; widows, the younger the better, if they have energy and push; in fact, any one, young or old, lady or

gentleman, who has the respect of acquaintances and neighbors and needs employment, we consider available for our work. Don't forget that many people canvass who are "well-to-do": **so get these hustlers if you can.**

A large list of names is not necessary before beginning to make calls, but after beginning, all sources of information should be followed up rapidly, until you secure an agent. In small towns a stranger is always noted and his business soon known, as curiosity will soon advertise it. The work in hand can often be accomplished in an hour or so, particularly in the smaller places; in consequence of which, **consider every minute of time valuable,** from seven o'clock in the morning until bed time. In nine cases out of ten, **failures on the part of general agents can be traced to neglect of opportunities.** Every general agent should put in his time faithfully, just the same as he would in any other business. The number of calls made should not be considered, as it is a part of the business to make calls, and should be expected.

Towns of from 1000 to 2000 population can usually be worked in from one to two days; towns of 2000 to 5000, perhaps, can be worked in one to two days, and yet if three days should be spent in a 5000 town, we would not deem it time misspent. Larger places and cities may receive more time, particularly the cities in which, frequently, a week can be spent to good advantage. Circumstances must govern your actions, and your good judgment will probably guide you right. In working cities you will find it **a good plan to learn the ward limits,** and assign territory by wards.

Always be polite, and under no circumstances permit yourself to seem angered; accept all situations philosophically, and with good grace. Endeavor as nearly as possible to adhere to the business in hand, and do not permit people to use up your valuable time, when you are convinced that your prospective agent cannot be secured. We think it a good plan after introducing yourself and your business, to get an expression as to whether the employment would be considered or accepted in view of a good profit for the work to be done. This will determine your line of

argument, and give you an opportunity to study the person on whom you have called. Never talk hurriedly or thoughtlessly. **Think and endeavor to determine what to say next, that will be most convincing. Above all things, do not cultivate the habit of soliciting. Be independent, but courteous and pleasant.** Make it a point to think about every case where your call is fruitless. Try to determine why you failed, and what might have been said or done that would have secured the agent. New things are to be learned every day, even by the most experienced and successful general agents, Finally, **keep your private affairs and family history to yourself. If you are not doing well, or are discouraged, don't tell it.** Do not talk disparagingly about other firms or their representatives. Bear in mind that you are talking to strangers and that agents are very prone to write the publishers much that general agents do and say. Some of our general agents would be sorely troubled in mind if they knew what has been written us about them, while on the other hand, some of our general agents would be delighted, and could afford to feel flattered on account of the words of praise written us about them by their agents and other acquaintances formed on the road.

We do not advise having your outfit with you when making a first call, for the reason that you will at times feel obliged to satisfy idle curiosity, and this you cannot afford; **your time is too valuable.** If, however, you can arrange to have the outfit near at hand it will save you some walking when the books are wanted. Some general agents, though, do carry the outfit with them, deeming this plan to be the most successful, as it does not give opportunity for reconsideration and a possible decision not to try the canvass. It is well for every general agent to try both plans, and then adopt the one which seems best. Judging from experience, we think admittance will be gained more easily and a hearing obtained more readily if you make your first calls empty-handed. Should you adopt this first plan, always get a promise that the work will be accepted when you bring the outfit before you go after it, you simply agreeing that the books will be as you have represented.

You will not always be able to follow a particular line of talk, but, so far as practicable, you will find it advisable to give a brief yet glowing and accurate description of your book after you have been assured that the work might be accepted or considered favorably. You can then state briefly what agents are doing with the book and about what you think can be done in that particular vicinity. To illustrate this point, should you find it necessary at any stage of the talk, you can divide the population by five, which will determine approximately the number of families by allowing five persons for each family. Most people will usually agree with you in thinking that it is fair to presume that one book, other than juveniles, can be sold to every ten families; thus you show plainly how many books can be sold, and by promising that we will assign more territory from time to time as needed, it can be shown that there's money in the business. Again, it more frequently happens that an active agent will average a book sold to every four or five families. By explaining that ten to twenty calls are a day's work, the time necessary to complete the canvass can readily be determined.

The next point to make is the amount necessary for the agent to pay you for the outfit. This should be told briefly but forcibly, and the fact, that the cost of the outfit is the only money or capital necessary to manage the entire work, made clear to the agent. Then should be explained the profit on each book sold, and the probable gross profit again impressed on the mind of the agent. Here give the agent time to think a little, and watch closely the effect of your statements. Again we must caution you not to solicit or appear anxious. But few persons can be coaxed. Endeavor to convey the impression that you are conferring a favor, and not asking a favor.

We would be glad to write out complete conversations on this subject, but we do not deem it necessary. If you exercise tact and ingenuity and study your work you'll soon be master of the situation.

We advise you not to rely upon promises. Though you may

have positive assurance that you can depend upon some one to accept the work a little later, possibly "this evening" or "in the morning," do not rely upon it. Accept the promise, though, apparently in good faith, but continue making your calls. By the time the promise is to be made good, and possibly long before, you may secure an agent elsewhere on some other book. Thus you will not have lost valuable time, and will be in good spirits ready to accommodate your prospective agent who has promised to try the canvass.

We must also **advise you not to trust out your books** expecting the money to be sent you later on. If you do this you will do so on your own responsibility, and we shall expect you to report a collection the same as if you received the money. Experience will teach you that you will lose by trusting agents for outfits, and you need not be surprised if the outfit is sent you instead of the money. You will be absolutely sure of your agent only when you have the money for the outfit in your pocket.

Frequently you will find persons anxious, apparently, to do the work, but who haven't the money. Many times in such cases **you can help them get it by going with them to borrow it** from some friend. You will find it best not to let them go alone to borrow the money, and it will be time well spent for you to go along. When you do go, avoid arguments by all means, as an argument or much talk may raise a doubt as to the advisability of investing the money. Your presence will have, generally, a decidedly good effect.

Never be in a hurry to leave your agent after receiving the money. Right here is a good opportunity for you to make yourself agreeable and leave a good impression, while leaving hurriedly may cause your agent to think that the money was all you wanted. An hour or more can be well spent in the interest of the business. General agents who do this, and who endeavor to have perfect understandings with their agents, demonstrate to us in the work of their agents a value far in excess of those who give no thought to matters of this kind. It is very necessary that we know fully and exactly what your agreements are with

your agents, and this information should be given on your reports, not in letters.

As a rule, **you will find agents greedy for territory.** Many of them will want more than it would be possible for them to canvass in six months or a year, so "put on the brakes" when this subject comes up for consideration. No agent need fear that we will not provide good territory for him as long as he may want to work if he does a satisfactory business in a small field.

We have advised losing no time after arriving at the town you are to work, and neither should you delay leaving the town when you are through with the place. You should go on the **first train** that will take you to the next town. Keep posted as to train times, and generally you can plan and execute your work so that you can leave on a particular train. **Neglecting to improve opportunities of this kind you will find will result in a loss to you.**

As the business does not make it necessary for you to have your trunk at the hotel, **leave it at the depot.** You can get permission from baggage agents to open the trunk when necessary; so that you will not have this to do frequently, have a few outfits in your valise at all times. You will find it a good plan to **always compare your trunk check with the one the agent puts on the trunk.** Baggage agents are not infallible, and this precaution may save you the annoyance of losing the trunk, which would occasion delay and loss of time.

Another thing: **Don't telegraph your orders for books.** This expense is not necessary if you will keep a careful account of stock. Send your orders by mail and do not sandwich them in with a long letter. **Write the order on a separate sheet** and make it plain, and if you will soon need reports, cards or extras of any kind, make them a part of your order. We don't want to send you these things by mail, because nine times out of ten they come back to us, the general agent failing to receive them. Note also that, **with every order sent us, we want a statement of stock that you have on hand.** If you neglect sending this statement

do not be surprised if we should not ship the books ordered. Knowing what you have on hand we will know better what to send you in case we cannot fill the order as sent us and have to send you something else. In ordering tell us exactly what you want, **how many outfits of each kind, how many extra books, and how many extra prospectuses.** Don't use initials in your reports or orders, for the reason that the same initials may mean several different books. To illustrate, take "**C. B.**"; this may mean **Cook Book** or **Child's Bible** or something else on our list. Also, tell us **where** and **by what express** to send your stock and **when** you expect to get the same. Don't leave all these points for our clerks to guess at. They can't do it, and a little forethought on your part will show you this.

When you write us a letter and want an answer, it will be absolutely necessary for you to **advise us where to write you,** and do not expect that we can always reply by return mail, or even within a day or two after receiving your letter. Bear in mind that every day we mail from 200 to 500 letters, and that other correspondents consider their letters as important as you do yours. Therefore, **in advising us where to write you, select some place at least a week ahead on your route.** We would like particularly to have you tell us at what place we can acknowledge receipt of your weekly reports. There is a space on these reports that you can utilize nicely for a short letter, and we will be pleased to have you use it, heading the letter with the date and the name of the town you are in when you mail the report.

We will consider it a favor if you will "save up" your questions, and ask them all briefly in one letter. You will be much more apt to have them all answered satisfactorily if you will comply with this request. We expect and desire to answer your questions and aid you all that we can, but you can lessen our work by doing some thinking.

A word now in regard to the terms that you are privileged to allow your agents. **We do not want to give any one more than forty (40) per cent commission,** because our margin of profit is reduced to a minimum when we do. We, therefore, have the

terms printed on certificates of agency on this basis. In cases where a good agent can not be secured at forty per cent., you may change the certificate to show 45 per cent., or even 50 per cent. We would not want you, though, to make a regular practice of this and lose sight of the fact that we desire to do a 40 per cent. business.

To meet competition on books that are not our own publications, make the best terms that you can, agreeing with the agent that the terms promised shall be subject to our approval. **We cannot permit you to promise that we will pay express in any case if the commission exceeds 40 per cent, but we will pay freight on orders amounting to $25.00 or more, provided cash for the full amount of our bills is sent with the orders.** This we will do until further notice, no matter what the per cent. of commission may be. Advise your agents to plan their work so that they can have their books shipped by freight. Of course this will require some days more for the books to reach the agents, but they will go through just as safely, and the expense for transportation will be comparatively light. The main feature in the work of a canvasser, from our point of view, is to induce him to plan his deliveries, far enough apart and far enough ahead to enable him to make few and large orders. Advise every agent to begin work at once, or rather just as soon as he can describe his book intelligently, and **not wait for a letter from us.** We will write every one of your agents as soon as we can after receiving your reports of their appointments. These reports we want mailed promptly and not held until you send in your weekly reports. Time enough will elapse before agents will hear from us without you causing additional delay by not mailing reports promptly.

We do not authorize you to promise general agencies to your agents. If the subject is brought up, you can only advise good work in the canvass as a preparatory step to merit our interest in them. If you are asked what the compensation would be, you can state that we pay beginners $10.00 a week and their necessary traveling expenses. As principals are responsible for their agents, we caution you about this matter so that you will

not entail expense on your bondsman on account of some agreement that we might not be willing to fulfill, and yet would cause us to incur an expense should the agent push matters. Your weekly reports we want mailed promptly, and in no case later than Monday mornings.

We advise you to read this manual many times, and thus become familiar with its teachings. We have an interest in your success, and will at all times cheerfully do what we can, consistently, to help you in your work. We ask in return your hearty and cordial co-operation in furthering our mutual business interests, which will be materially enhanced if, in addition to giving your time and attention undividedly to the work, you endeavor to report correctly and fully all agreements and understandings with your agents. Your work and our work is to induce agents to **sell books**. The more nearly perfect confidence your agents have in you and in us, the more nearly will maximum results be secured, and the longer will your agents be contented to remain with us. As a rule, agen's are "short lived" enough without you or your firm resorting to questionable methods to gain advantages in business dealings. We, therefore, again request and insist that you avoid misunderstandings with your agents. We want your agents to, to use the expression, "swear by you" as a result of firmly believing in your integrity. Of course, we want you to select the best material possible, but, in this feature of your work you can only exercise your judgment.

The greater your agents' sales are, the more valuable will your services be to us. Your collections for outfits and your agents' sales are what we consider in determining your value to us; so if you desire to be "one of the best," and earn a salary proportionate, you will at all times have these features of your work in view.

As an afterthought, in closing, we advise you to carry with you always a small blank book, and in it make a complete record of your transaction with each agent. Note date, name and address, books used, collection discount if any, extra col-

lection if any, terms, etc. Do this while the matter is fresh in your mind. In the same book, note your expenses from day to day as they occur. These memoranda will aid you materially at the close of the week in making out your report.

Finally, make it a practice to inquire for mail at every post office whether you are expecting letters or not. You will find it a good plan, generally to inquire about the first and last things you do when going into and in leaving a town. If you should expect mail at a particular postoffice, and do not receive it we question whether it will be advisable to leave forwarding orders unless you select some place a week or ten days ahead. Our experience has taught us that postmasters neglect forwarding orders. The better way, we think, in such cases, will be for you to go right ahead on your route, and then in two or three days write the postmaster a letter requesting him to forward by first mail to some town you may select all letters and packages for you. Orders given in this way are usually given prompt attention.

Believing that the above advice covers pretty thoroughly the principal features of your work, and matters pertaining thereto, and hoping that the suggestions offered will enable you to do more successful work than you otherwise would, we cordially wish you the best of success.

Fraternally yours,

L. P. MILLER & CO.

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